

**Access to Microfinance & Improved Implementation of Policy Reform  
(AMIR Program)**

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**U.S. Study Tour for Business Associations  
Advocacy and Association Management Issues**

Final Report

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*This report was prepared by Nick Nadal of the Center for International Private Enterprise (CIPE) in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.*

## **Report to Chemonics International**

### **AMIR/CIPE Business Association Observational Study Tour**

A delegation of Jordanian business association executives and government representatives visited Washington, DC; Sacramento, CA; and Denver, CO, for two weeks in June 2001 to observe and learn public policy advocacy and investment promotion strategies at the national, state, and municipal levels, with emphasis on their role in economic development and trade issues. The delegation was part of the United States Agency for International Development's Access to Microfinance and Improved Implementation of Policy Reform (AMIR) program that is designed to respond to the economic challenges facing Jordan through private sector growth. The Business Association Initiative component focuses on organizational development, policy analysis and advocacy, membership development, improvement of service offerings, and public relations in order to improve the operating performance and financial viability of a variety of private business associations in Jordan.

The group spent four and a half days in Washington, DC, half-day in Baltimore, Maryland, three days in Sacramento, CA, and two days in Denver, CO. They visited a spectrum of associations, chambers, government offices, policy institutes, legislative representatives, trade specialists, and professionals in communications and lobbying. The complete itinerary is attached. Meetings were organized by CIPE, with assistance in Sacramento from one of its senior consultants. The delegation was accompanied by AMIR and CIPE representatives for all functions in Washington, Sacramento and Denver. This enabled the team to respond quickly to follow-up questions or needs expressed by the group.

#### **Delegation**

Eight participants completed the full program; Amin Kawar of the Jordanian American Business Association and Ahmed Al-Refai of the Aqaba Special Economic Zone Authority participated in the Washington and some the Sacramento, CA meetings. Reem Badran of the Jordanian Board of Trade joined the group for the Sacramento, CA and part of the Denver, CO meetings. Jamal Al-Jabiri of USAID joined the group for the Sacramento, CA and Denver, CO meetings. Each participant was representing a single association, though several participants serve on more than one board and were able to consider how the concepts presented could be applied in multiple contexts. The twelve participants were:

Ms. Reem Badran, Director General, Jordanian Board of Trade  
Mr. Ra'ed Bilbessi, CEO, Information Technology Association of Jordan  
Mr. Remon B. Halteh, Board Member, Jordan Trade Association  
Ms. Hind Badel Jaber, Chairwoman, Federation of Business & Professional Women  
Ms. Wafa Jadallah, Board Member, Young Entrepreneurs Association  
Ms. Buthaina Jardaneh, Director General, Business & Professional Women, Amman  
Mr. Amin Kawar, Vice Chair, Jordanian American Business Association  
Dr. Hani Khalili, Board Member, Amman Chamber of Commerce  
Dr. Ahmed Al Refai, Commissioner for Revenue & Customs, Aqaba Special Economic  
Zone Authority

Dr. Zaki Ayoubi, Business Association Component Leader, AMIR Project  
Ms. Sameera Qadoura, Training Manager , AMIR Project

Mr. Jamal Al-Jabiri, Project Management Specialist-Private Sector, USAID

## Meeting Summaries

The group's itinerary began with orientation at Chemonics' home office, where introductions were made, goals reviewed and administrative details settled. Notes from subsequent meetings were taken by Nick Nadal of CIPE. *The summaries here are from those notes and are not officially vetted by the presenters themselves for public quotation; any errors are the author's.*

As part of an overview of the study tour, the **Center for International Private Enterprise** organized a discussion session by the group with CIPE's Executive Director, John D. Sullivan. Dr. Sullivan has been with CIPE since its inception and has previously worked at the U.S. Chamber of Commerce. Dr. Sullivan began by making an assertion that advocacy is more of an art form than a science. Approaches to advocacy can vary depending on the situation, the issue, and the players. The U.S. Chamber of Commerce, Dr. Sullivan pointed out, was not a very effective business advocacy machinery in its earlier years. As a matter of fact, at one point, a federal judge wrote a confidential memo complaining about the state of business advocacy in the United States. That judge eventually became a Supreme Court justice and with his new position, his confidential memo jolted the business community into action. The Board of the Chamber acted to upgrade the professionalism of its staff by giving them opportunities to have direct contacts on the Hill and giving them space to develop a direct membership program. Dr. Sullivan pointed out that only when the Chamber started acting that the U.S. business community under the Chamber was able to gather enough muster to truly advocate for business issues in Washington, DC. Dr. Sullivan also pointed out that as the group meets with various organizations throughout their two-week study tour, they should remember that what they will get out of the study tour will all depend on their creativity to look at what has worked for the American business community and transpose these lessons learned to reflect the political and economic realities in Jordan.

Providing support to Congress, and part of the Library of Congress, is the **Congressional Research Service** where the group met with Al Prados and Joshua Ruebner. CRS provides Congress with research, analysis and information that are timely, objective and non-partisan. CRS began in 1914 when Congress passed a law establishing a small reference bureau for Congress. After World War II, under the Legislative Reorganization Act, the bureau became the Legislative Reference Service, and then in 1970 was later amended to its existing name. CRS employs over 700 people, with a \$73 million budget. Of the 700 people, most of them are analysts for wide ranging divisions such as domestic policy, foreign affairs, defense and trade, etc. CRS provides issue briefs on issues of continuing interest in Congress or topics that Congress may need. They also produce CRS reports, one-time products on a specific subject whose backgrounds and issues are not anticipated to change in years to come. In addition they also produce short form reports, memos of no more than 6 pages. When needed, CRS also provides opportunities for members of Congress to meet with staff specialists for one-on-one

briefings. CRS uses a variety of sources for its research, from newswires to journals to the internet. After their presentation, the delegation wanted to know more about CRS and the role they play in providing information to Congress on Jordan FTA. CRS staff provided materials they produced to the group and from there a long discussion on the FTA ensued. CRS pointed out the small environmental and labor clause on the current agreement as issues, although not relevant at all to Jordan, that are of major contention to many members of Congress.

Tom Parker and Hillel Weinberg with the **Middle East and South Asia subcommittee, International Relations Committee** met with the group to get a congressional staff perspective on advocacy and was asked by the group specifically on their perspective on Jordan FTA. Mr. Parker and Dr. Weinberg mentioned that the committee and the staff are being lobbied heavily on the FTA but the committee doesn't necessarily have a lot of influence on the agreement because the committee works on security issues and specific economic issues that affect broader relationships between the U.S. and other countries. Tom Parker asked what the group perceives as Jordan's competitive advantage vis-à-vis the global market. The group pointed out the quality of its human resources, its size, its location, its reasonable stability, and its status as the only rapidly globalizing country in the region as Jordan's competitive advantage. The group asked Dr. Weinberg and Mr. Parker how Jordan can be more visible in Capitol Hill and thereby put Jordan FTA on the front burner in policy debates. Dr. Weinberg responded by outlining the following: (1) organize delegations/missions (like a door knock event) to visit members and/or their staff; (2) use contacts to arrange for meetings with Congressional members or their staff for informational meetings and if possible identify Congressional allies who will assist you in making the case for Jordan; (3) work with the media to develop a growing interest in Jordan for example; (4) work with think tanks to study the issue and organize a conference or seminar examining the issue and make sure you invite plenty of media; (5) send written communications to members; and (6) work with the Jordan desk officer in the State Department. Dr. Weinberg reminded the group that members of Congress respond to their constituents. Arab Americans need to recognize the potential for power that the U.S. Arab community has in exercising its influence over Congress.

To get a Congressional representative level view on advocacy, the group met with Gene Fisher, Legislative Director to **Congresswoman Carolyn Kilpatrick, (D-15<sup>th</sup> Michigan)**. Because of appropriations hearings, the congresswoman was only able to stop-by but her aide, provided some information to the group. Mr. Fisher outlined three main/general issues that Congress deals with – (1) economic interests; (2) social issues; and (3) moral issues. From a Congressional member's perspective, he noted that advocacy/lobbying can be divided into three different approaches: (1) working from the grassroots/community level to affect policy outcomes by going to your representatives in Washington through letters, emails, phone calls or other means; (2) working with lobbyists (associations or professional lobbyists) who can advocate for your interest; or (3) working with "grass tops," meaning those people close to an important decision maker who know the decision maker and make the case for a particular issue.

To get an overview of associations in the United States, the group met with Ed Potter with the **American Society of Association Executives (ASAE)**. Of the 144,000 associations in the U.S., 120,000 are state, local and regional organizations, while 23,000 are national, and only 1,300 are international. Three main types of associations are recognized: trade associations whose members

are businesses which may be competitors with one another, professional associations whose members are individuals with commonality, such as automotive engineers or stamp collectors, and philanthropic or charitable associations. In the U.S. 70% of all adults belong to an association; 25% belong to 4 or more. Associations as an industry or employer are larger than all U.S. federal and state governments combined, and economically are a \$56 billion/year meetings industry, \$127 billion/year insurance industry, a \$5.6 billion/year printing and publications industry, and a \$1.1 billion/year technology industry. 90% of associations have an education component, 65% research and disseminate information, and 35% provide ethical or standards codes. The association sector in the U.S. is so large that it is its own profession, represented by associations like ASAE, which was founded 80 years ago with 67 members and now has 25,000 members, 145 staffers, and an annual budget of \$21 million. ASAE has specialized interest sections, global fora, a non-profit research subsidiary, and a for-profit subsidiary providing phone, insurance and retirement saving services. Representing interests is the primary benefit of association membership -- it provides greater voice for the members, offers collective action options, helps to better inform decision makers, is an important intermediary in the democratic process, and is a constitutionally protected right ingrained in the American culture. 33% of associations have full-time government relations staff, 66% monitor legislation, 69% have grassroots advocacy programs, 60% work with Political Action Committees (PACs) or political campaigns, and 50% have direct lobbying programs.

Not all associations, however, do advocacy work, but some play a role in building linkages with other countries. The **National U.S.-Arab Chamber of Commerce** helps to bridge business ties between U.S. and the Arab world through information, networking and promotion. Richard Holmes, Mazhar Samman, and Ghaleb Faidi gave an overview of NUSACC and its activities. While this organization does not do direct advocacy work, NUSACC provides opportunities for partnerships between American and Arab businesses. NUSACC mentioned a recent initiative whereby NUSACC helped build linkages between Arab small businesses and Nieman Marcus. NUSACC has 48 board members—24 from American companies and 24 Arab representatives from corresponding Arab chambers of commerce. Among issues discussed were Arab private sector representation in Washington. The group realized that other than governments representing their countries' interests and with the exception of Egypt, there is no Arab private sector representation in Washington. There also was initial discussion about lobbyists and the role they play as strategic partners in Washington.

Business associations, in general, have strong advocacy programs. The group met with Jeff Noah and Fred Nickles of the **National Association for Manufacturers**, a national organization representing small and medium sized manufacturers. NAM's mission is to enhance the competitiveness of manufacturers and improve living standards for working Americans by shaping a legislative and regulatory environment conducive to U.S. economic growth, and to increase understanding among policy-makers, the media and the general public about the importance of manufacturing to America's economic strength. NAM is a lobbying organization representing close to 18 million people, which is the backbone of economic growth in the U.S. NAM therefore fights to ensure that the backbone for economic growth is not undermined. As part of their advocacy strategy, NAM produces a Key Vote Alert, a scorecard for Congress people and Senators to show that a particular pending legislation is a major NAM issue and NAM makes a clear linkage between the pending legislation and how it affects economic growth and increasing prosperity. At the very heart of their influence are: (1) a very well regarded

policy and analytical staff; (2) effective visibility in Capitol Hill by providing crystal clear message before Congressional members on where NAM stands; and (3) NAM members back home know exactly what NAM is saying in Washington and have them say the same thing at home. NAM also has organized a President's Council comprised of members willing to build a close relationship with their representatives in Congress by inviting them to visit plants in their district, organize congressional dialogues, etc. These relationships are then harnessed by the President's Council as needed. NAM possesses very extensive communication devices—they use fax, bulletins, newsletters. NAM seeks to influence policy making through the 3 different stages of policy making: (1) during the idea stage by informing members of Congress and their staff of ideas on pro-growth policies; (2) during the legislative process through testimony, hearings and mark-ups; and (3) at regulations as laws start to be implemented. The basic message out of the NAM meeting is the need for the association to be pro-active in advancing its issues and never to forget the crucial role members play in the grassroots.

The group also met with Ed Kaleta, John Howard and Bill Morley of **United States Chamber of Commerce**, the world's largest business federation representing more than 3 million individuals comprise of the chamber federation of state and local chambers; trade associations; individual companies; and Am Chams from different countries. The Chamber has 14 standing policy committees and works on issues only on the federal level. The policy committees respond to the Chamber's Board of Directors. Every two years, following the Congressional electoral cycle, the Chamber polls its members to produce a National Business Agenda. Once the NBA is collected and analyzed, staff is tasked to implement the advocacy strategy by using its policy division and media affairs arms. The Chamber uses its website, its network of local chambers of commerce, its publication, [ushcamber.com](http://ushcamber.com), and its Grassroots Action Information Network (GAIN) to mobilize its members to contact their representatives in Congress. The Chamber works in four operational levels to affect policy outcomes: work with the Executive branch; directly seek or oppose legislation through Congress; work with print and broadcast media to make its policy recommendations known; and mobilize its grassroots membership.

Think tanks play a big role in policy making in the United States as they provide policy options and sometimes are used as sounding boards on the feasibility of these options. At the **Heritage Foundation** with Brett Schaefer and James Philips the group initiated a dialogue with a major public policy think tank in the U.S. Heritage was founded in 1973 to conservative values in the US Congress. Conservatism, from Heritage's perspective, includes free enterprise and limited government intervention in the markets. Heritage is a philosophically based organization, conservative in its opinions but not directly politically affiliated as similar thinks tanks in countries such as Germany would be. It has a diverse funding base which gives it a great deal of stability and independence from donor influence. Heritage prepares a number of products on an issue – from quick Executive Memos of 2 pages in length, to more detailed 8-10 page Issue Backgrounders, to its primary research published as the annual Economic Freedom Index book. For each of these products, Heritage looks at the interest groups – Congress, media, local groups, etc. – as *markets* and tailors/targets appropriate information and products as needed for each of those markets.

At **Cato Institute**, an independent public policy think tank to promotes individualism, the group met with Ian Vasquez, the Director of the Project on Global Economic Liberty. Founded in 1977, the Cato Institute is a nonpartisan public policy research foundation headquartered in Washington D.C. It seeks to broaden the parameters of public policy debate to allow consideration of more options that are consistent with the traditional American principles of limited government, individual liberty, and peace. Toward that goal, the Institute strives to achieve greater involvement of the intelligent, concerned lay public in questions of policy and the proper role of the government. In order to maintain an independent posture, the Cato institute accepts no government funding. Contributions are received from foundations, corporations, individuals, and other revenue is generated from the sale of publications. Cato's primary audience are: (1) policy makers in Washington with the Legislative and Executive branches, media, and academics and think tanks; and (2) the intelligent lay person. Cato seeks to change the terms of policy debate by changing fundamental questions of individualism and liberty.

On economic development, the group met with associations working with the Washington, DC city government, Washington, DC metropolitan area, and the state of Maryland. Separate meeting was also held with the International Finance Corporation, on a discussion about Jordan's private sector.

The **Board of Trade** is the regional chamber of commerce of the metropolitan Washington, DC area. The Board of trade represent businesses in Washington, DC; Northern Virginia; and suburban Maryland, an 8000 square kilometer radius. The Board of Trade has three main parts: (1) Policy Division, their lobbying division which includes its affiliate CAPNet, a technology association that lobbies on behalf of tech companies; (2) Membership Services; and (3) Greater Washington Economic Development Initiative, a marketing program for the Greater Washington, DC region that promotes trade and investment. Neil Glick and Tom Morr provided an overview of the greater Washington area and its economic development initiatives. The Washington, DC metropolitan area is the 4<sup>th</sup> largest economy in the U.S., with 5.4 million people. Between 2000-2005, it is projected that there will be 385,000 new private sector jobs in the area. On technology, Washington, DC metro area is the leading technology center in the U.S.—most workers are in technology occupations; the area hosts the largest number of technology companies; within the area, there is a very good mix of information technology, biotech, telecom and aerospace companies; a large percentage of internet traffic flows through the region; 1 in 6 people in the area are college educated. The area has a very vibrant entrepreneurial economy with 91% of area high tech firms having fewer than 50 employees. All of these information are then turned around and used by the Greater Washington Regional Initiative, the cooperative economic development marketing program serving Washington, DC; Northern Virginia; and suburban Maryland. The Greater Washington Regional Initiative is a public-private partnership and investor led and funded. The initiative has 21 partners from the region and is tasked with coordinating regional investment promotion strategies. The initiative provides research, marketing, business development, and economic development coordination within the region. They provide confidential and free services to interested investors, from information, introductions, access to capital, venture capital contacts, tours and local government coordination. The Initiative is about “spinning new plates,” simultaneously working on new projects to generate economic development for the region.



In Washington, DC, a non-profit organization called the **Federal City Council** (headed by Ken Sparks, Executive Vice President) works hand-in-hand with the government to tackle city issues. The Federal City Council is part of a network of private sector organizations in the area that supports economic development. The Council takes on project oriented programs. In general, the Council approaches a problem through three steps: (1) Define the problem. Know what you want accomplished; (2) Study the problem. Look at ways to solve the problem; (3) Advocate. Build coalitions based on the study, provide alternatives, and do everything necessary and prudent to get your issues heard and advance the debate. Mr. Sparks provided examples on how the Ronald Reagan Building and MCI Center Arena were built and what the Council is currently doing in reforming DC's bankrupt educational system.

In Maryland, the group met with the **International Trade Office for the Maryland Economic Development** commission has 200 staff, mainly in Baltimore, and seeks to create jobs in Maryland by nurturing companies, attracting foreign owned companies. The office also focuses on technology, with Maryland housing the largest cluster of bio-tech firms. The commission is staffed by trade specialists who try to work with companies to develop an export program. If trading, trade will have to be where Maryland is competitive in. The small and medium sized companies create a bulk of the jobs in Maryland. Export MD provides cash incentives (up to \$5000 in grant money) and staff time to Maryland businesses looking to export overseas where Maryland has offices—Rotterdam, Shanghai, and 12 other countries. The ultimate goal of the Export MD program is for the Maryland state government to work with the private sector to be proactive in developing export strategies. Another program is EuroRep and AsiaRep, where the state gets a company to provide for partial funding of the salaries of a local representative in Europe or Asia to do intelligence gathering. Under Pathfinder program Maryland provides a “pinch hitter” in any particular country to help a Maryland company to forge new contacts, conduct detailed market research or check-out competition.

**The World Trade Center Institute** provides educational programs and market research on international trade for Baltimore. The Institute provides 40 educational programs ranging from entry level workshops or more specific programs such as contracts. Maintaining its membership based is getting to be more and more of a challenge for the Institute, not to mention the ease of getting information via the internet. To keep itself relevant, the Institute cultivates more non-membership dues and also does more background work than they used to.

On small business, the group met with the **Small Business Administration (SBA)**, an independent governmental agency established to protect the interests of small business in the U.S., the group received a brief history of the SBA's establishment and its function in reviewing regulatory burdens on small business. They were introduced to the concepts of “allocative efficiency” and “economic feasibility” in writing regulations and the idea behind the Paperwork Reduction Act, the Administrative Procedures Act, the Small Business Regulatory Fairness Enforcement Act (SEBREFA) and the Regulatory Review Board – all of which contribute to ensuring that necessary regulations are implemented with as little burden to small businesses as possible. SBA also highlighted its role in financial services, small business loans, venture capital match-making, information services and advocacy on behalf of small business. There was much

discussion on the last point, with the group interested in learning how a government agency can also be a business advocate and how the agency interacts with associations.

Another issue that the group was exposed to is the notion of the private sector promoting ethics among businesses. The **Better Business Bureau** was organized in the early 1920's as a response to false advertising prevalent at that time. The purpose of the BBB is a self-regulating mechanism within the private sector. BBB evolved to also becoming a source of information on business. There are 129 BBB's in the U.S.; each one is a separate corporation, and supported by local businesses, big and small. BBB is active in consumer protection, and acts as advocates for consumer protection. BBB also provides arbitration services between it's business members and consumers. In essence, BBB provides 2 basic services—information on businesses by producing reports, etc.; and (2) handle complaints that consumers file. BBB provides the largest consumer dispute settlement service, where businesses and consumers can participate in a conditionally binding arbitration program.

As part of the overall program on the state level, the group had extensive meetings with California's state legislature, to study and be exposed to the perspectives of people on the receiving end of an advocacy program. The first meeting the group had was **with State Senator Michael Machado**. Senator Machado is Chair of the Banking Commerce and International Trade Committees. In his conversation with the group, Senator Machado highlighted that in any advocacy relationship, there is a need to build partnerships to facilitate legislative policies that provide Californians (or anybody) economic opportunity. Advocates generally fall in three different tiers: somebody who tracks down everyday legislations (associations usually do this job); others would only focus on specific issues; and the third are consumer advocates, in which we can add the labor unions. The committee process is where everything converges—where lobbying by different groups occur. As a senator, Senator Machado is conscious that the regulations he tries to pass are those regulations that drive markets into the marketplace, and to avoid regulations that drive away these markets. He also noted that regional alliances among counties or cities are starting to prop up all over California, being set up on economic need. These regional entities have local oversight with accountability to the state. The group asked the senator about private sector connection with Jordan. The senator suggested building a sister state relationship between California and Jordan, and also continuing exchanges such as the program the group is involved in.

Another legislator the group met with was **Assemblywoman Sarah Reyes**. The group had some discussion on establishing sister state relationships and establishing trade offices between California and Jordan. Assemblywoman Reyes mentioned that it is her role to put people in contact with trade agencies and offered her office to assist Jordanian businesspeople to assist in bridging Jordanian and American businesses.

The group were formally introduced on the floor of the California Senate and Assembly Chambers. The group observed the debate over energy policy going on in the Senate chambers.

To get a fuller view of the advocacy process, the Speaker of the House's office organized a series of discussion sessions on the **advocacy process from a staff and lobbyist's perspective**. The panel consisted of Terry Grennand (Service Employees International Union, AFL-CIO), Kari Bailey, Assemblyman Chavez's staff, and Matt Moretti, Steffes, Foley &

Lardner, Inc. (a lobbying firm). Because of California's term limit laws, most of advocacy start at the House and associations help in finding candidates, staffing candidates, and developing candidates. From there the organizations who hopefully have successful candidates will work with members candidates in order to develop leadership at the local level. In business's case, the challenge is to find business owners who will be willing to be in legislature to serve the public interest. As part of the discussion, the group also had a lobbyist whose firm represents 30 other clients from a big company to a small, burgeoning organization. Throughout the discussions, building relationships became a prevalent theme. Interest groups need to build relationships not only with legislators, but also with the legislator's staff, and also fellow lobbyists. "Fights" are not taken personally and any opportunities to build alliances are considered and pursued.

**Ethics and Lobbying.** The group met with Bion Gregory, Legislative Counsel of California, and Scott Hallabrin, Counsel on the Assembly Legislative Ethics Committee. The panelists stated that there is a strong bribe statute in the state of California and therefore both lobbyists and government officials are particularly careful in handling their relationships. To ensure the highest form of ethics be applied in government policy making, the legislative ethics committee was formed to regulate lobbyists, regulate conflict of interests, and regulate campaign contributions. There are about 1,000 registered lobbyists in California, to be qualified they need to pay a certain minimum amount, and take a mandatory ethics course. Lobbyists are also expected to a high degree of transparency—on a yearly basis they need to report who they lobbied, how much they spent in lobbying, etc. They also have to disclose all assets.

The **California Business Roundtable** is composed of CEO's of major corporations in California. The CABRT has about 70 members, with each member entitled to a deputy. Its mission is involving itself in issues that impact the business climate and economic development of California and issues that affect economic prosperity. Issues its' focusing on recently is education, infrastructure and tort reform. CABRT builds strategy alliances, get board approval and develops and advocacy program based on the need. They also take on a proactive role on providing solutions, as opposed to responding to government initiatives and edicts. As far as messaging goes, CABRT boils things down to one line, one sentence messages that make it easy and manageable. They look for communities of interest, line up forces for them and against them and figure out what is practical.

The **California Chamber of Commerce** is a private non-profit membership organization with about 13,000 members all over the state. Cal Chamber enjoys a diverse membership and had developed a 100 Board of Directors set up. It is a lobbying/advocacy organization... a business to government organization. Half of its revenue comes from its publications department. Internationally, California produces \$1.5 trillion and is the largest exporting state. A quarter of California's GDP is trade related. Cal Chamber works with California congressional delegation, and was supportive of China as part of WTO. They also work very closely with the governor's office. Fred Main, Senior Vice President for Advocacy at the California Chamber advised the group that to be effective in advocacy, an association needs to make them out to be one of the most informed groups on public policy issues. For example the Cal Chamber's 8 experts follow about 1000 legislations at any one time. If there is a significant policy change, issue specialists go to the Cal Chamber's board to vote. The staff uses studies and media for information and spends times to build relationships around the Capitol. They also use their

13,000-member clout and their 450 local chamber of commerce network as they advocate for certain policy issues. They also make connections to the legislator's constituents and also look for opportunities to build coalitions with other trade associations. Four key things for an advocacy association to keep in mind in everything they do: grassroots, information, coalition building, and raising awareness. The Cal Chamber also looks to influence who is elected to the legislature to ensure that they have a pro-business legislature. In initiative campaigns, the Cal Chamber provides effective leadership for a goal by physically bringing in people to share information and also get under other people's umbrella if they are better placed to advocate. The Chamber looks for the common good and does not look at its own self interest but how to make the campaign work.

The Cal Chamber, beyond its advocacy work, also works with the **California Technology, Trade & Commerce Agency (CTTCA)**, a cabinet level business economic development agency. CTTCA is divided into divisions: tourism, economic development, international, technology and innovation. Within the international division of this agency, there are 100-150 employees. Within that division are offices to promote trade and attraction of FDI to California. The FDI attraction program is a two-pronged program—marketing and outreach, and working directly with businesses on project management basis. As part of their promotion strategy, California identifies regions that specialize in an industry, disseminates information on these regions and target events at those industries. They discovered that a targeted approach is the most effective tool to gain access to the local market.

The **California Association for Local Economic Development** is a professional association of local economic development specialists all over California. They produce education and program development programs, do program advocacy; provide information and communities; provide technical assistance and problem solving, and provide corporate administration. Wayne Schell, President/CEO of CALED, provided some information to the group on what CALED does to build support for economic development within local communities.

The group next met with Bruce Kern, with the **East Bay Economic Development Alliance for Business**. East Bay has 2.5 million people, and has 75,000 businesses. They have mostly research and development companies, and enjoys 5<sup>th</sup> in the world in investment. To put their current successes in perspective, Kern described a regional challenge—loss of job and investment—within a 10 year time span. He also talked about infrastructure as a long term investment—where the Alliance brought together a number of regional leaders to promote economic vitality of the region and advance innovation. The organization then developed to be a regional forum for business development, and provide publicly backed financing. The organization works on three business lines: (1) business development activities (marketing, promotion, website, international trade programs, 6 incubators); (2) workforce development by conducting industry studies to answer crucial workforce questions; (3) regional projects (to tackle issues of job housing imbalance and looking for transportation solutions.) The question often asked in economic development is: what do you have fundamentally and how do you develop relationships that promise for a critical mass for economic development? Reasons for success for this organization is that it builds coalitions and business relationships with

universities, and additionally EDAB provides incentives (through tax breaks, etc.) for risk taking and innovation.

The first meeting the group had was with the **Denver Metro Chamber of Commerce**. The Chamber provide a historical view of Denver's economy, moving from an oil and gas based economy to what it is now. Their story, however, is interesting because it took coalitions and studies and lots of hard work to turn their economy around. During the late 1980's when the Denver area was suffering from a major recession city leaders realized that basing an economy based on oil and gas is the reason why the Denver area was in a recession. Private sector leaders also accepted the fact that there was no forward thinking among Denver's political leaders. After making this realization, the Denver Metro Chamber of Commerce formed a coalition to make changes. The Denver metro comprises of 2.5 million people, 6 counties, and 58 cities. Within the metro area includes 48 economic development groups. The idea was to leverage their resources to be able to market the area and develop a strategic plan for the metro area. In the mid-90's, in period of economic growth, the Chamber commissioned a study to analyze the companies it currently has. And they realized that there were five different clusters that are driving the economy: bio medical products, computer software, computer storage, telecom services, and telecom equipment. After the study, the Chamber approached its Board members/companies and asked them what the area has to do to keep their business in Denver. Among some of the initiatives they tackled include marketing to attract/recruit labor force and building a transportation center. The Chamber developed the Convergence Corridor Campaign to attract young workforce and vowed to maintain Denverites' current lifestyle. But with the level of growth the Denver area has enjoyed in the past few years, area residents and political and economic leaders are trying to grapple with the issue of growth. On the one hand, Denver has set aside "open areas," areas of land designated as areas where nothing is supposed to be built on, but on the other hand Denver as a popular destination for companies have made companies wanting to move there. Along with the growth is a big transportation problem that the community is trying to grapple with. Tamra Ward of the Public Affairs Division of the Denver Metro Chamber outlined strategies the Chamber take on in advocating for pro-business interests. The Denver Metro Chamber works with federal, state and local agencies on issues important to the industries in Denver including education, and growth and land use management. Ms. Ward talked about various current "fights" the Denver Metro Chamber is involved, such as Amendment 24 whereby if passed Denver will stop any further growth to its economy. The Chamber convened a task force to study the amendment and campaigned actively for its rejection through issue ads and engaging themselves in the growth debate. The Chamber works with city officials on local issues. Currently the Chamber is working on the Regional Transportation District project, their rail system entity, to address the growing transportation problem. Very crucial to Denver Metro Chamber's success is their ability to build coalitions with other organizations. They actively seek these coalitions and integrate these coalitions in its advocacy strategies. As part of the Denver Metro's ongoing leadership program, the Chamber developed the Denver Metro Foundation which works on promoting volunteerism among the private sector through community trusteeship, leadership programs, leadership exchange, senior executive programs, and youth-oriented programs. The Foundation not only helps the Chamber identify future Denver leaders, the Foundation is also able to educate key private sector leaders on issues that affect Denver and its economy. The networking that the Foundation provides is also used a springboard for coalition building.

The **World Trade Center, U.S. Department of Commerce, Colorado International Trade Office and the Mayor's office** sat down with the group to talk about private public synergies in economic development. The idea behind the discussion session is to present to the group a case study of how different government agencies and private sector groups can collaborate to attract investment into Denver. The World Trade Center is all about educating the local community on export-import opportunities. It acts as a conduit for foreign economic development groups to put Colorado on the map. The U.S. Department of Commerce, represented in Amman by the U.S. Embassy, work with local companies working abroad and serves to be an advocate for Colorado-US companies in foreign countries. They also have developed a program where their office can be a one-stop shop on various federal government programs assisting businesses. The Colorado International Trade Office is funded by the Colorado legislature and helps Colorado companies get started and access export markets. They work with potential foreign investments into Colorado and develop a high profile for the state in other countries. The Mayor's Office of the International Trade works with local companies for business recruitment and retention and also provide loan programs for Denver companies. Crucial to a successful investment promotion strategy is the relationship between the local community and the international trade offices. For one, the local community take a more proactive role in doing community assessments, they also provide training programs for existing industries to ensure that they remain globally competitive, and of course they can develop economic development commissions and enterprise zones that would integrate the investment promotion strategy into a cohesive and effective entity that would ensure success. The delegation inquired where Denver companies exports, the kind of products it exports, and how Jordan can establish trade linkages with Denver and Colorado.

At the **Jefferson County Economic Council**, president and CEO, Tom Clark, made a very good connection with the group. Having previously worked for the Denver Metro Chamber during the time of recession and taking an active part in developing Denver's economic strategy, he gave his first hand account on how Denver pulled itself out of the recession and bring business community together to diversify Denver's economy. The crucial principle that ensured Denver's success in turning its economy around, Clark believes, is the coalition of private sector leaders and business organizations within the area believing and committing to the idea that no matter what happens Metro Denver comes first. After getting people on board on this idea, marketing Denver was easy. Clark described a Denver of the early 1980's similar to the Jordan of today. With all the efforts that the private sector Jordan is putting in advancing its economy, the group felt a clear connection on what the Denver area was going through. The main message out of the meeting was build strong coalitions, nurture those coalitions, and get everybody on board that everything you do is for the long term good of the economy and the country. Make sure that you have vision on where the country is going to, and stay on message continuously to achieve that vision.

The group met once again with **Colorado's International Trade Office** to discuss various initiatives the state and federal government developed to support and assist small businesses, from lending to training programs. These programs were state and city level programs to follow-up on the federal Small Business Administration meeting in Washington, DC.

On advocacy, the group met with the **Colorado Association of Commerce and Industry**, a hybrid organization of a state chamber and also the state manufacturing association. CACI is represented at the U.S. Chamber and also the National Association of Manufacturers. CACI represents all types of industries and has 36 seats on its Board. Their Board is comprised of business people only. One initiative CACI continuously is involved in advancing its policy interests is the Blueprint for Colorado. This Blueprint document outlines CACI's policy positions. First it goes through a council headed by a CACI board member to create policy, the council then makes recommendation to CACI's Board, and once the Board of Directors approves, CACI staff work with legislators to take part in the formation of the bill. The group was given the message on coalition building again and how at the council level getting people on-board on the issues is crucial to an effective advocacy strategy.

**John Volpe**, professor at George Mason University, brought together the various advocacy issues in wrap-up shortly after the CACI meeting. The question asked to the group was what have you learned that you can implement in Jordan when you get back. The overwhelming response is the development of a research center that would study private sector issues and use these information for an integrated advocacy program. There was some discussion on the need for the institutionalization of coalition building in Jordan, and that the political system needs to be reformed because it doesn't make it conducive for coalition building. There was also some discussion that without changes in the dynamics of private sector advocacy, maybe the group could start thinking of developing a lobbying/advocacy group that solely works on private sector issues. On Vision 2020, there was some discussion on how to re-energize the private sector and expedite action on the various initiatives Vision 2020 outlined.

## Handouts & Materials

Participants were given a variety of materials to back up the presentations and discussions. Many of these were handed out as part of the meetings; others were gathered in response to queries from participants in order to deepen their understanding of a particular issue of interest. Handouts included:

From the Congressional Research Service

- General Overview, Types of Services Offered by CRS (Arabic)

- CRS and the American Legislative Process (Arabic)

- The Legislative Process in Brief (Arabic)

- Building a Parliamentary Research Capability (Arabic)

- The Authorization, Appropriation, and Budget in Congress: An Introduction (Arabic)

- Working with Congressional Staff (Arabic)

- CRS Report for Congress: U.S.-Jordan Free Trade Agreement

- CRS Report for Congress: U.S.-Israel Free Trade Area: Jordanian-Israeli Qualifying Industrial Zones

- CRS Issue Brief: Jordan: U.S.-Relations and Bilateral Issues

From the American Society of Association Executives

- Various brochures on ASAE

- Association Management

- ASAE Publications Catalog

From the National Association of Manufacturers

- NAM in 2000: Unity Yields Results (2000 Annual Report)

- Get the Government Off Your Back and Out of Your Business (Brochure)

From the Small Business Administration

- Copy of SBA presentation: An Agency Overview

- At the SBA – Results Count

- Copy of the Small Business Act of 1953

- Report on Women in Business

From the Heritage Foundation

- Executive Memorandum: US Stake in Post Hussein Jordan

From the Cato Institute

- Article on Economic Freedom Index

- Cato Report

From the Greater Washington Initiative

- 2001 Regional Report: The Future is Here

From the Council of Better Business Bureaus, Inc.

- Fairness in the Global Marketplace: 2000 Annual Report

From the U.S. Chamber of Commerce

- Uschamber.com publication

- National Business Agenda 2001

- Twelve Commandments for International Investors

From the Maryland's Office of International Business

- World View (newsletter)

- Maryland Business Review



- Various Brochures on the Maryland's Office of International Business
- Brochure on Governor's Office of Business Advocacy and Small Business Assistance
- Small and Minority Business Resource Guide
- From the California State Legislature
  - California's Legislature (Overview of the state legislature)
  - The Life Cycle of Legislation: From Idea Into Law
  - The California State Budget Process: A Guide to Participation
  - How to Lobby the California State Legislature: A Guide to Participation
  - Overview on the Legislative Counsel of California
  - Ethics Orientation Course for Lobbyists
- From the East Bay Economic Development Alliance for Business
  - East Bay Indicators 2001
  - East Bay: The Bright Side of San Francisco Bay (Map)
  - Economic Development Alliance for Business: Ten Years of Service
- From the California Association for Local Economic Development
  - Economic Development Perspectives on Smart Growth and Livable Communities
  - CALED Bulletin
  - Leadership Forum: Charting the Course for Economic Vitality
- From the California Chamber of Commerce
  - Business Issues & Legislative Guide 2001
  - Exporting Guide for California: Creating Jobs Through Trade
  - International Trade Resources Guide: Creating Jobs Through Trade
- From the International Trade and Investment Division, California Technology Trade & Commerce Agency
  - Brochure on their services
- From the California Business Roundtable
  - 2000 Annual Report
- From the Metro Denver Network and Denver Metro Chamber of Commerce
  - Metro Denver Proposal: Take A Closer Look (Binder)
  - Technology Report: Denver Metro
  - Denver Metro Economic Profile 2000-2001
  - 2001 Economic Forecast for the Denver Metropolitan Area
  - The Convergence Corridor: Metro Denver Industry Analysis
  - Denver Metro Newcomer Relocation Guide Winter/Spring 2000
  - Denver Metro Chamber of Commerce Priority Public Affairs Agenda 2000-2001
  - Convergence Connections Community: Community Report 2000
  - Metro Denver Network (CD Rom)
  - Denver Metro Chamber Foundation: Leadership Denver 2001-2002
- From the Jefferson County Economic Council
  - Jefferson County: A Contemporary Portrait
- From the Colorado International Trade Office; U.S. Small Business Administration; Denver Mayor's Office; World Trade Center
  - Colorado Business Resource Guide
  - Colorado Frontiers
  - Colorado Office of Economic Development & International Trade brochure
  - Exporting Opportunities for Colorado Businesses

Presentation on the Small Business Development Centers  
Community Development Block Grant General Program Information  
Convergence Corridor: Technology with Altitude  
World Trade Center Denver Membership Information  
World Trade Day 2001 Brochure  
From the Colorado Enterprise Fund  
Colorado Enterprise Fund Organization Summary  
Industry Overview  
Build Your Own Business Brochure  
Success Stories brochure  
Various articles on success stories  
Summary of PowerPoint presentation  
From the Colorado Association of Commerce & Industry  
Legislative Agenda – 2001 Session  
Colorado Association of Commerce & Industry: The Voice of Colorado Business  
Articles on CACI's Blueprint



## Study Tour Evaluation by Participants

### WASHINGTON, DC AND BALTIMORE, MD

#### 1. Participants' stated expectations in attending this Study Tour included:

To be exposed to the US experience in issues related to advocacy & investment  
 Observe advocacy process and techniques at the national level; observe investment attraction at the regional level  
 Learning about advocacy and lobbying in different business associations  
 Learn more about how US associations and organizations advocate & lobby member issues  
 To learn more about the process of advocacy on a federal level and to develop  
 To get informed more about the internal political process  
 To learn about the advocacy plan and process; to learn the relationship and partnerships between public & private sectors; to learn how to attract investments  
 To learn [about] institutions and voluntary organization's advocacy and promotion investments [strategies]  
 I expected to gain the experience of implementing advocacy programs on hot issues. As I expected to learn more on how to put strategic plan for advocacy  
 To gain experience and exchange views on how to put plan for advocacy

#### 2. Participants said that the Study Tour fulfilled their expectations in the following ways:

Most of meetings focused on the stated objectives and covered the main two issues  
 It did very well.  
 It gave me very clear and comprehensive idea about the above mentioned subjects  
 More than I could have hoped for. The meetings covered all aspects and stages of effective advocacy.  
 Some interesting meetings – however – many hosts were unwilling to give specifics as far as information was concerned  
 A bit less than expected  
 In some parts, it did fulfill my expectations.  
 By meeting different institutions, NGOs and lobbying plus the Maryland state economic development which were impressive in their work  
 The meetings with people who are in charge of business associations and with whom we exchanged information fulfilled my expectations.  
 The tour fulfilled my expectations.

#### 3. Participants rated each session in terms of clarity of presentation, quality of materials received, and usefulness. Rating is from 1 (low) to 5 (high)..

	Avg.
a) Chemonics International Orientation	4.2
b) Center for Int. Private Enterprise	4.5
c) Congressional Research Service	4.1

d) House International Relations Comm.	3.8
e) American Society of Association Executives	4.4
f) National US Arab Chamber of Commerce	2.6
g) Greater Washington Econ. Dev. Initiative	4.3
h) National Association of Manufacturers	4.0
i) The Heritage Foundation	3.4
j) CATO Institute	4.5
k) Federal City Council	3.4
l) Small Business Administration	4.5
m) Better Business Bureau	3.4
n) Congresswoman Kilpatrick	2.8
o) Arlington Small Business Development Center	3.0
o) International Finance Corporation	3.7
p) U.S. Chamber of Commerce	4.0
q) Maryland State Economic Development	4.5
r) World Trade Center Inst.	3.1

#### **4. Participants rated the Washington portion on quality of**

a. Handouts and written materials provided	4.6
b. Lodging	4.7
c. Transportation	4.1

#### **5. Washington DC portion overall rated 4.4**

#### **6. Participant responses on which sessions in the Washington, DC portion was most useful.**

All of the sessions very useful

U.S. Chamber of Commerce was the most useful as we benefited from its structure and the process of advocacy.

U.S. Chamber of Commerce as it gave us an idea about the organization, their work strategies and advocacy and international work.

CIPE (John Sullivan) he was so clear about the advocacy process in the USA.

Small Business Administration, as it gave use ideas for implementation.

Greater Washington Economic Development Initiative

Maryland State Economic Development – learned how a state truly supports business.

National Association of Manufacturers – It gave me a clear picture on how chamber of industry could advocate back home.

On advocacy, National Association of Manufacturers and the U.S. Chamber of Commerce;

On investment, Greater Washington Economic Development Initiative and International Finance Corporation.

Greater Washington Economic Development Initiative and American Society for Association Executives, for their focused presentation and type of information

#### **7. Participant responses on which sessions in the Washington, DC portion was least useful.**

Small Business Development Center, little information, small scale and not advanced comparing to Jordan.

World Trade Center Institute. It does not related directly to advocacy and regional investment.

National US Arab Chamber of Commerce. They are not doing professional business for Arab-US trade.

National US Arab Chamber of Commerce. Nothing learned; they don't offer much!

US Arab Chamber of Commerce/Better Business Bureau

National US Arab Chamber of Commerce. Had no info and were really unaware of important issues.

Baltimore World Trade Center Institute, since they weren't prepared and nothing said was related to our mission.

World Center Institute, regular information

All the sessions were useful. It is not convenient for me to mention the least useful.

### **8. Participant responses on subjects they would like to see covered in future programs that were not covered in this program**

How to plan for advocacy; how to empower our economy and our association.

How to put strategic plan for advocacy; how to administer advocacy programs; how to empower our economy.

States and local chambers of commerce.

More visits to Executive government departments

Yes, chambers of industry.

None I can think of.

More information regarding advocacy process and planning.

### **9. Additional comments.**

Follow-up. This training program will be repeated for who is in charge in advocacy. Thank you.

We wish the program will be followed-up in our country, and will be held for those who are in charge of advocacy in our associations. Thank you.

Well organized; dedicated staff; lengthy program—it can be condenses to 7-10 days.

Shorten the program for 1 week only; be more focused on institutions that are more familiar with the theme of our training

Excellent, no comment.

This has so far been an amazing trip.

I felt that the 5 days could have been shortened to make more use of our time.

## **SACRAMENTO, CA**

### **1. Participants' stated expectations in attending this Study Tour included:**

To know more about the mechanisms of advocacy

To observe advocacy at the state level, and to observe attracting business & investment

To be exposed and learn the California experience in advocacy and how the government and the private sector dialogue to do policy; learn about their investment policy.  
 Learn about advocacy on the state level.  
 Advocacy on a state level.  
 I was expecting to have a similar experience to DC but at a state level.  
 To learn about advocacy and how to attract investment at the state level.  
 To see legislators and private sector organizations working towards enforcing and lobbying towards bills.

## 2. Participants said that the Study Tour fulfilled their expectations in the following ways:

Yes. It was very useful and fruitful.  
 Meeting legislators in the Capitol and attending assembly sessions and observing and hearing people and senators at work; meeting different private sector organizations defending and lobbying their cause.  
 It gave me very clear idea about the legislative procedures and how different organizations could affect issuing the laws even before it's submitted to the Assembly.  
 Very well. The meetings were well selected to demonstrate state level activities, complimenting the DC experience.  
 It did.  
 The important meetings at the Hill, although very short but informative. One senatore did not show up, which was negative. Discussion level and guest speakers were ok.  
 The Sacramento section of the Study Tour fulfilled my expectations to a very high degree. Through lectures and discussions, advocacy tactics and mechanisms were clarified to some extent.  
 Broad economic development issues.

## 3. Participants rated each session in terms of clarity of presentation, quality of materials received, and usefulness. Rating is from 1 (low) to 5 (high):

	Average
a) State Senator Michael Machado	4.1
b) Legislative Staff and Advocacy	4.3
c) Advocacy and Ethics	4.1
d) California Association for Local Economic Development	4.2
e) East Bay Economic Development Alliance for Business	4.4
f) California Business Roundtable	3.8
g) California Chamber of Commerce & Industry	4.5

## 4. Participants rated the Sacramento portion on quality of:

a) Handouts and written materials provided	4.3
b) Lodging	1.6
c) Transportation	4.5

## 5. Sacramento portion overall rated 4.0

## **6. Participant responses on which sessions in the Sacramento portion was most useful.**

California Association for Local Economic Development, for their advocacy programs in economic development which we need in Jordan.

California Chamber of Commerce & Industry, we learned the association set up in international division and both coalitions building and advocacy tactics.

California Chamber of Commerce & Industry. It was a comprehensive meeting about chambers and investment.

The sessions in the Capitol because we actually saw how things are done.

Many were good!!

Visit in San Francisco with the Bay Area Development Council.

Legislative Staff and Advocacy was very interesting. The staff and the lobbyists were well informed and discussed their experiences.

Excellent briefings by Senator Machado and the East Bay Economic Development Alliance Chamber of Commerce & Industry for their promotion programs to attract international investments.

East Bay Economic Development; California Chamber of Commerce & Industry; California Association for Local Economic Development

## **7. Participant responses on which sessions in the Sacramento, CA portion was least useful.**

Legislative staff and advocacy, because it's the same information.

California Business Roundtable was somewhat repetitive.

CALED - not focused to our interests.

Meeting with Assemblywoman Reyes.

CALED - although I expected a lot from that meeting, but the speaker was not focused.

Expected meeting with Senator Jim Costa did not materialize.

All the sessions were of great advantage. I can say that legislative staff and advocacy was the least because we got the information in previous sessions.

California Business Roundtable

## **8. Participant responses on subjects they would like to see covered in future programs that were not covered in this program**

To know more about communication and mechanisms.

Not really, the program was extremely appropriate.

To visit businesses and companies who have overseas activities, to learn why and how they plan their expansion strategy.

The mechanisms of communication between decision makers and business associations in a practical way.

More on advocacy

## **9. Additional comments**

Have more respect for the delegates in terms of hotel hospitality, i.e. Clarion Hotel, is so



dirty and much below the standards.

To have a small briefing in introducing the delegations to other parties. This briefing should not exceed 3 minutes, as a lot of time is wasted in talking instead of listening.

It's amazing how Nick is able to attend to each individual's specific needs. USAID needs to up the per diem in Sacramento.

Was ok.

The sessions were ok. Meetings could have been more intense and talk more details and down to the roots instead of being general. The sessions at the Capitol were good especially attending parts of the Assembly discussions. Thank you!

The visit to Sacramento Capitol was the best organized of all visits to a legislative body. Lodging should be better selected.

## DENVER, CO

### 1. Participants' stated expectations in attending this Study Tour included:

To know more about mechanisms and tactics of advocacy; and also to know how to face economic challenges

To learn about city level advocacy and public/private sector cooperation and interaction  
Very good expectations and very fruitful.

To learn about advocacy on a city level. To also seek opportunities for investment in Jordan.

To evaluate advocacy and lobbying at city level and the role of policies and planning in attracting investment; the role of chamber of commerce in the process

To observe advocacy and attracting investments at the city and regional level

To study advocacy at city level; how to attract investment; how to coordinate with other associations.

### 2. Participants said that the Study Tour fulfilled their expectations in the following ways:

It really fulfilled my expectations on mechanisms of advocacy and uprising economical situation after economic crisis were covered through the sessions

Denver was an amazing experience. The meetings were just perfectly selected.

Yes. I know now more about advocacy, economic development, how to attract foreign companies, relationships between USA and other countries.

Very much fulfilled my expectations.

We heard the impressive experience of the city and state of Colorado on building a strong and attractive economy after a cycle of severe depression.

It fulfilled my expectations to a very high degree

It was very useful.

### 3. Participants rated each session in terms of clarity of presentation, quality of materials received, and usefulness. Rating is from 1 (low) to 5 (high)

Average

a)	Denver Metro Chamber of Commerce	4.3
b)	Public Private Synergies	3.9
c)	Jefferson County Economic Council	4.9
d)	Colorado International Trade Office	4.0
e)	Colorado Association of Commerce and Industry	4.6

#### **4. Participants rated the Denver portion on quality of:**

a)	Handouts and written materials provided	4.7
b)	Lodging	4.7
c)	Transportation	4.9

#### **5. Denver portion overall rated 4.5**

#### **6. Participant responses on which sessions in the Denver portion were most useful.**

Colorado Association of Commerce & Industry because it covered the mechanisms and tactics of advocacy.

Jefferson County Economic Council; their experience is a true success story – admirable.

Jefferson County Economic Council (2)

Jefferson County Economic Council! Wonderful presentation. Gave me a picture of how one can move from a badly hit economic area and make a success story out of it.

Jefferson County Economic Council. It gives a strong spirit in believing that with good and faithful planning we can succeed.

Jefferson County Economic Council. Excellent presentation!

#### **7. Participant responses on which sessions in the Denver portion were least useful.**

All were useful.

They were all 100% perfect. None was even a little bit not useful. Very high quality meetings & content.

All of sessions were very informative.

Colorado International Trade Office.

All were good meetings.

#### **8. Participant responses on subjects they would like to see covered in future programs that were not covered in this program**

As far as advocacy is concerned, it was all covered during this trip. A perfect learning experience!

The program covered all subjects. You need to add the machinery, how it works in under-development countries!

Visit some “future economy” type enterprises and talk with top management to find out why they came to Denver and why they stay.

**OVERALL**

- 1. Advocacy Wrap-up session in Denver rated 4.6**
- 2. Whole study tour (Washington, Sacramento, Denver) rated 4.4**
- 3. Participant responses on additional comments related to specific city or general program:**

The visits to Congress in Washington, DC can be improved to allow more substantive discussions with Congressional representatives and staff.

Thank you Nick for everything! It's been a great program overall. A part of it has been because of you!!! You've done everything to make it enjoyable.

Thank you for your amazing efforts. You have done an unbelievable job. The info we learned cannot be bought with money.

*Access to Microfinance and Improved Implementation of  
Policy Reform (AMIR)*



USAID-sponsored study tour  
hosted by  
the Center for International Private Enterprise (CIPE)  
and  
Chemonics International



**AMIR U.S. Study Visit ITINERARY  
Jordanian Business Association  
June 9-23, 2001**

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**Saturday, June 9, 2001**

Departure from Amman, Jordan  
Arrive Washington, DC

**Sunday, June 10, 2001**

Free Day

**Monday, June 11, 2001**

9 - 10:30 a.m.                      Briefing with Chemonics  
1133 20<sup>th</sup> St., N.W. Washington DC 20036  
Contact: Melissa Marland (202) 955-3385

11 a.m. – 1 p.m.                      Study Tour Overview  
John D. Sullivan, Executive Director  
Center for International Private Enterprise  
1155 15<sup>th</sup> St. N.W. Suite 700  
Washington, DC 20005  
Contact: Hoda Mojadidi (202) 721-9231

1 – 2 p.m.                              Lunch

2:30 – 3:30 p.m.                      Congressional Research Service  
Madison Building, Room 315  
(Off Independence Ave.)  
Library of Congress, Washington DC 20540  
Contact: Mr. Joshua Ruebner (202) 707-7605

4:00 – 5:00 p.m. Middle East and South Asia Subcommittee  
House International Relations Committee  
Rayburn 2171  
Contact: Tom Parker, (202) 226-9940

**Tuesday, June 12, 2001**

9 – 10:30 a.m. American Society of Association Executives  
1575 I St., N.W.  
Washington DC 20005  
Contact: Mr. Edward Potter (202) 626-2828

11 a.m. – 12:30 p.m. National US-Arab Chamber of Commerce  
1023 15th Street (at L) - 4th floor  
Washington DC 20005  
Contact: Mr. Richard Holmes (202) 289-5920

1 – 2 p.m. Lunch

2:30 – 4:30 p.m. Greater Washington Economic Development Initiative  
Ronald Reagan Building  
M-600  
Tom Morr, General Manager  
Contact: John Tydings f. 223 2648;

6:30 – 8:30 p.m. Jordan Vision 2020 Honor Reception  
Westin Grand Hotel  
2350 M Street, NW  
Washington, DC 20037  
Room: Mayfair Court

**Wednesday, June 13, 2001**

9:00 – 9:30 a.m. Meeting with the Jordanian Ambassador the United States  
Ambassador Marwan Jamil Muasher  
3504 International Drive, NW  
Washington, DC 20008  
Tel: 202/966-2664

9:30 – 10:30 a.m.	National Association of Manufacturers 1331 Pennsylvania Avenue Washington DC 20004 Contact: Jeff Noah (202) 637-2000
11 a.m. – 12 p.m.	The Heritage Foundation 214 Massachusetts Avenue, N.E. Washington DC 20002 Contact: Dr. Kim Holmes (202) 546-4400
12 – 1:30 p.m.	Lunch
2 – 3:30 p.m.	The Cato Institute 1000 Massachusetts Avenue, N.W. Washington DC 2001 Contact: Ian Vasquez (202) 842-0200
4 – 5:00 p.m.	Federal City Council 1155 15 <sup>th</sup> Street, NW, Suite 301 Washington, DC 20005 Contact: Kenneth Sparks (202) 223-4560

**Thursday, June 14, 2001**

9 – 10:30 a.m.	Small Business Administration 409 3 <sup>rd</sup> St. S.W. Washington DC 20416 Contact: Ms. Erica Fischer (202) 205-7045
11:30 – 12:30 p.m.	Better Business Bureau 4200 Wilson Blvd., Suite 800 Arlington, VA 22203-1838 Contact: Steve Jones (703) 247-9348
1 – 2 p.m.	Lunch
2:30 – 3:00 p.m.	Meeting with Gene Fisher, Legislative Director Representative Carolyn Kilpatrick (D-Michigan) Rayburn House Office Building

4:00 – 5:30 p.m.

Group split

Meeting with International Finance Corporation  
2121 Pennsylvania Avenue, NW  
Washington, DC 20433  
Contact: Ranga Setlur, 202/458-9698

Meeting with Arlington Small Business Center  
George Mason University, 3401 N. Fairfax Drive  
Arlington, VA 22201  
Contact: Nalin Jain, 703/993-8132

**Friday, June 15, 2001**

- 9 – 11 a.m. United States Chamber of Commerce  
1615 H Street, N.W.  
Washington DC 20062  
Contact: Lauren McCullough-Wamboldt (202) 659-6000
- 11 a.m. Drive to Baltimore
- 2 – 3 p.m. Maryland Economic Development Corporation  
217 East Readwood St., 12<sup>th</sup> Floor  
Baltimore MD 21202  
Contact: Mr. Pete O'Neil (410) 767-0690
- 3:30 – 4:30 p.m. Baltimore World Trade Center Institute  
401 East Pratt Street, Suite 232  
Baltimore MD 21202  
Contact: Ms. Sabrina Holly (410) 576-0022

**Saturday, June 16, 2001**

Free Day, Travel to Sacramento, California

**Sunday, June 17, 2001**

Free Day

**Monday, June 18, 2001**

- 9:00 a.m. VIP Capitol Tour
- 9:30 – 10:00 a.m. State Senator Michael Machado (Chair, Banking Commerce and  
International Trade)  
State Capitol, Room 3086  
Sacramento, California
- 10:00 – 10:30 a.m. Attend State Senate Session  
Senate Chambers
- 11:00 – 11:30 a.m. Attend State Assembly Session  
Assembly Chambers



12:00 a.m. – 1:30 p.m.	Lunch Break
2:00 – 2:45 p.m.	Meeting with Legislative Staff and Lobbyists State Capitol Room 125
3:00 – 3:45 p.m.	Lobbying and Ethics Meeting with Bion Gregory, Legislative Council State Capitol Room 125

**Tuesday, June 19, 2001**

9 – 11 a.m.	California Association for Local Economic Development 550 Bercut Drive, Suite 6 Sacramento, California Contact: Mr. Wayne Schell (916) 448-8252
11:30 a.m. – 12:00 p.m.	Meeting with Assemblywoman Reyes State Capitol
12:00 – 2:00 p.m.	Lunch and travel to Oakland, CA
4:00 – 5:00 p.m.	East Bay Economic Development Alliance for Business 1221 Oak Street, Suite 555 Oakland, CA 94612 Contact: Bruce Kern, 510/272-3874

**Wednesday, June 20, 2001**

9:30 – 10:30 a.m.	California Business Roundtable 1215 K Street, Suite 1570 Sacramento, California 95814 Contact: Mr. William R. Hauck (916) 553-4093
11 a.m. – 12 p.m.	California Chamber of Commerce and Industry 1215 K Street, Suite 1400 Sacramento, CA 95814 Contact: Ms. Susanne Stirling (916) 444-6670
3 p.m.	Check out of hotel
4:55 p.m.	Depart for Denver, CO

**Thursday, June 21, 2001**

- 9 – 11:30 a.m.                      Denver Metro Chamber of Commerce  
1445 Market Street, Denver, Colorado 80202  
Contact: Ms. Tamra Ward (303) 534-8500
- 2 – 4:00 p.m.                      ‘Public-Private Synergies’, Denver World Trade Center;  
Colorado International Trade Office; Mayor’s Office for  
International Trade and Development  
1625 Broadway St., Denver, CO 80202  
Contact: Mr. Jim Reis ( 303) 592-5363

**Friday, June 22, 2001**

- 9 – 11:30 a.m.                      Jefferson County Economic Council  
1726 Cole Boulevard, #300, Building 22  
Contact: Mr. Tom Clark (303) 202-2965
- 2:00 – 3:00 p.m.                      State of Colorado and How It Helps Small Businesses  
Colorado International Trade Office; Colorado Small Business  
Development Center; Colorado Enterprise Fund
- 3 – 4 p.m.                              Colorado Association of Commerce and Industry  
1776 Lincoln Street, Suite 1200  
Denver, Colorado 80203  
Contact: Mr. Dan Pilcher (303) 831-7411
- 5 – 6:30 p.m.                      John Volpe  
Wrap-up and Evaluation, Hotel

**Saturday, June 23, 2001**

Return to Amman, Jordan

**MEETING CONTACTS****WASHINGTON, DC****CONGRESSWOMAN CAROLYN  
KIRKPATRICK**

Mr. Gene Fisher  
Legislative Director  
Longworth House Office Building 1610  
Washington, DC  
Phone: 202/225-2261  
Fax: 202/225-5730

**U.S. CHAMBER OF COMMERCE**

Mr. John Howard  
Director of Policy and Programs, International  
Division  
1615 H Street, NW  
Washington, DC 20062-2000  
Phone: 202/463-5491  
Fax: 202/463-3173

**U.S. CHAMBER OF COMMERCE**

Mr. Edward J. Kaleta  
Director of Operations  
1615 H Streets, NW  
Washington, DC 20062-2000  
Phone: 202/778-6062  
Fax: 202/463-5863

**NATIONAL ASSOCIATION OF  
MANUFACTURERS**

Mr. Jeff Noah  
Director, Small and Medium Manufacturers  
Suite 600  
1331 Pennsylvania Avenue, NW  
Washington, DC 20004-1790  
Phone: 202/637-3048  
Fax: 202/637-3182

**AMERICAN SOCIETY OF ASSOCIATION  
EXECUTIVES**

Mr. Edward L. Potter  
Director of International Activities  
1575 I St., NW  
Washington, DC 20005-1168  
Phone: 202/626-2828  
Fax: 202/408-9633

**CATO INSTITUTE**

Mr. Ian Vasquez  
Director, Project on Global Economic Liberty  
1000 Massachusetts Avenue, NW  
Washington, DC 20001  
Phone: 202/789-5241  
Fax: 202/842-3490

**HERITAGE FOUNDATION**

Dr. Kim T. Holmes  
Vice President, Kathryn & Shelby Collum Davis  
International Studies Center  
214 Massachusetts Avenue, NE  
Washington, DC 20002  
Phone: 202/546-4400  
Fax: 202/675-1758

**HERITAGE FOUNDATION**

Mr. James A. Phillips  
Research Fellow, Middle Eastern Affairs  
214 Massachusetts Avenue, NE  
Washington, DC 20002  
Phone: 202/546-4400  
Fax: 202/675-1758

**GREATER WASHINGTON ECONOMIC  
DEVELOPMENT INITIATIVE**

Mr. Thomas Morr  
General Manager  
1300 Pennsylvania Avenue, NW,  
Suite M-600  
Washington, DC 20004  
Phone: 202/857-5999  
Fax: 202/466-4980

**THE GREATER WASHINGTON BOARD OF  
TRADE**

Mr. Neil H. G. Glick  
Program Manager, International Business  
Council  
1300 Pennsylvania Avenue, NW, Suite M-600  
Washington, DC 20004  
Phone: 202/408-5003  
Fax: 202/408-5062

FEDERAL CITY COUNCIL

Mr. Kenneth Sparks  
Vice President  
1155 15th Street, Suite 301  
Washington, DC 20005  
Phone: 202/223-4560  
Fax: 202/659-8621

US ARAB CHAMBER OF COMMERCE

Mr. Richard P. Holmes  
President  
1023 15th Street, NW, 4th Floor  
Washington, DC 20005  
Phone: 202/289-5920  
Fax: 202/289-5938

US ARAB CHAMBER OF COMMERCE

Mr. Ghaleb O. Faidi  
Executive Director, Business & New Product  
Development  
1023 15th Street, NW, 4th Floor  
Washington, DC 20005  
Phone: 202/289-5920  
Fax: 202/289-5938

US ARAB CHAMBER OF COMMERCE

Mr. Mazhar Samman  
Executive Vice President  
1023 15th Street, NW, 4th Floor  
Washington, DC 20005  
Phone: 202/289-5920  
Fax: 202/289-5938

U.S. DEPARTMENT OF COMMERCE

Mr. Thomas Parker  
Director, Office of the Near East  
Room H2029B Pennsylvania Avenue, 14th  
Street, NW  
Washington, DC 20230  
Phone: 202/482-4867  
Fax: 202/482-0878

COUNCIL OF BETTER BUSINESS

BUREAUS, INC.  
Ms. Victoria J. Doran  
Assistant General Counsel & BBBOnline  
Counsel  
4200 Wilson Boulevard  
Arlington, VA 22203-1838  
Phone: 703/247-9349  
Fax: 703/525-8277

COUNCIL OF BETTER BUSINESS

BUREAUS, INC.  
Mr. Stephen R. Jones  
Director, Standards & Policy  
4200 Wilson Boulevard  
Arlington, VA 22203-1838  
Phone: 703/247-9348  
Fax: 703/525-8277

U.S. SMALL BUSINESS ADMINISTRATION

Ms. Erica Fischer  
Director, International Visitors Program  
409 3rd Street, SW  
Washington, DC 20416  
Phone: 202/205-7045  
Fax: 202/205-7416

INTERNATIONAL FINANCE  
CORPORATION

Mr. Ranga Setlur  
Middle East and North Africa Department  
2121 Pennsylvania Avenue, NW  
Washington, DC 20433  
Phone: 202/473-9370  
Fax: 202/974-4397

INTERNATIONAL FINANCE  
CORPORATION

Mr. Robert Akl  
Senior Information Officer, Middle East and  
North Africa  
2121 Pennsylvania Avenue, NW  
Washington, DC 20433  
Phone: 202/458-5774  
Fax: 202/974-4396

INTERNATIONAL FINANCE  
CORPORATION

Ms. Margaret Henderson  
Principal Strategy Officer, Middle East and  
North Africa  
2121 Pennsylvania Avenue, NW  
Washington, DC 20433  
Phone: 202/473-0425  
Fax: 202/974-4396

INTERNATIONAL FINANCE  
CORPORATION

Ms. Nena Stoilkovic  
Senior Investment Officer, Middle East and  
North Africa  
2121 Pennsylvania Avenue, NW  
Washington, DC 20433  
Phone: 202/458-7167  
Fax: 202/974-4397

INTERNATIONAL FINANCE  
CORPORATION

Mr. Skander K. Oueslati  
Investment Officer, Global Information and  
Communication Technologies  
2121 Pennsylvania Avenue, NW  
Washington, DC 20433  
Phone: 202/458-9698  
Fax: 202/974-4403

HOUSE INTERNATIONAL RELATIONS  
COMMITTEE, MIDDLE EAST AND SOUTH  
ASIA SUBCOMMITTEE

Dr. Hillel Weinberg  
Staff Director  
Rayburn 2171  
Washington, DC 20540  
Phone: 202/226-9940  
Fax: 202/225-4684

LIBRARY OF CONGRESS

Mr. Joshua Ruebner  
Analyst in Middle East Affairs  
Congressional Research Service  
Washington, DC 20540  
Phone: 202/707-7605  
Fax: 202/707-3304

LIBRARY OF CONGRESS

Mr. Alfred Prados  
Specialist in Middle East Affairs  
Congressional Research Service  
Washington, DC 20540  
Phone: 202/707-7626  
Fax: 202/707-7639

BALTIMORE WORLD TRADE CENTER  
INSTITUTE

Ms. Sabrina R. Holly  
Manager, International Visitors  
401 East Pratt Street, Suite 232  
Baltimore, MD 21202  
Phone: 410/576-0022  
Fax: 410/576-0751

BALTIMORE WORLD TRADE CENTER  
INSTITUTE

Mr. Matthew A. Huxley  
Assistant Director  
401 Pratt Street, Suite 232  
Baltimore, MD 21202  
Phone: 410/576-0022  
Fax: 410/576-0751

MARYLAND STATE ECONOMIC  
DEVELOPMENT COMMISSION

Mr. Pete O'Neil  
Manager, Trade Development Group  
217 East Readwood Street, 12th Floor  
Baltimore, MD 21202  
Phone: 410/767-0690  
Fax: 410/333-8200

ARLINGTON SMALL BUSINESS  
DEVELOPMENT CENTER

Mr. Nalin Jain  
Director  
George Mason University, 3401 N. Fairfax  
Drive  
Arlington, VA 22201  
Phone: 703/993-8132  
Fax: 703/993-8130

COUNCIL OF BETTER BUSINESS  
BUREAUS

Mr. Steve Jones  
4200 Wilson Blvd.,  
Suite 800  
Arlington, VA 22203  
Phone: 703/247-9348  
Fax: 703/525-8277

**DENVER, COLORADO****COLORADO INTERNATIONAL TRADE OFFICE**

Ms. Laurel Alpert  
Senior Deputy Director  
1625 Broadway  
Denver, CO 80202  
Phone: 303/892-3850  
Fax: 303/892-3820

**COLORADO OFFICE OF ECONOMIC DEVELOPMENT AND INTERNATIONAL TRADE**

Ms. Kelly A. Manning  
State Director, Colorado Small Business Development Centers  
1625 Broadway, Suite 1700  
Denver, CO 80202  
Phone: 303/892-3840  
Fax: 303/892-3848

**DENVER METRO CHAMBER OF COMMERCE**

Ms. Tamra Ward  
Director, Public Affairs  
1445 Market Street  
Denver, CO 80202  
Phone: 303/534-8500  
Fax: 303/534-3200

**METRO DENVER NETWORK**

Mr. Chad DeLong  
Director, Economic Development  
1445 Market Street  
Denver, CO  
Phone: 303/534-8500  
Fax: 303/534-2145

**DENVER WORLD TRADE CENTER**

Mr. Jim Reis  
President  
1625 Broadway  
Denver, CO 80202  
Phone: 303/592-5363  
Fax: 303/592-5228

**MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT AND INTERNATIONAL TRADE**

Ms. Laura Jackson Hatfield  
International Trade Specialist  
216 16TH Street, Suite 1000  
Denver, CO 80202  
Phone: 720/913-1640  
Fax: 720/913-1802

**OFFICE OF ECONOMIC DEVELOPMENT & INTERNATIONAL TRADE**

Ms. Leslie Plomondon  
Marketing Director  
1625 Broadway, Suite 1700  
Denver, CO 80202  
Phone: 303/892-3850  
Fax: 303/892-3820

**COLORADO ASSOCIATION OF COMMERCE & INDUSTRY**

Mr. Dan Pilcher  
Chief Operating Officer  
1776 Lincoln Street, Suite 1200  
Denver, CO 80203  
Phone: 303/831-7411  
Fax: 303/860-1439

**COLORADO ASSOCIATION OF COMMERCE & INDUSTRY**

Ms. Heidi Heltzel  
Director, Government Affairs  
1776 Lincoln Street, Suite 1200  
Denver, CO 80203  
Phone: 303/831-7411  
Fax: 303/860-1439

**COLORADO ENTERPRISE FUND**

Ms. Cecilia Prinster  
Executive Director  
1888 Sherman Street, Suite 530  
Denver, CO 80203  
Phone: 303/860-0242 x13  
Fax: 303/860-0409

JEFFERSON COUNTY ECONOMIC  
COUNCIL  
Mr. Tom Clark  
President and CEO  
1726 Cole Boulevard, #300, Building 22  
Golden, CO 80401  
Phone: 303/202-2965  
Fax: 303/202-2967

**SACRAMENTO, CALIFORNIA****OFFICE OF LEGISLATIVE COUNCIL**

Mr. Bion M. Gregory  
Legislative Council of California  
State Capitol, Suite 3021  
Sacramento, CA 95814-4996  
Phone: 916/445-2782  
Fax: 916/322-0769

**ASSEMBLY LEGISLATIVE ETHICS  
COMMITTEE**

Mr. Scott Hallabrin  
Counsel  
P.O. Box 942849  
Sacramento, CA 94249-0001  
Phone: 916/319-3752

**ECONOMIC DEVELOPMENT ALLIANCE  
FOR BUSINESS**

Mr. Bruce Kern  
Executive Director  
1221 Oak Street, Suite 555  
Oakland, CA 94612  
Phone: 510/272-3874  
Fax: 510/272-5007

**CALIFORNIA LOCAL ECONOMIC  
DEVELOPMENT**

Mr. Wayne Schell  
President  
550 Bercut Drive, Suite G  
Sacramento, CA 95814-0105  
Phone: 916/448-8252  
Fax: 916/448-3811

**CALIFORNIA BUSINESS ROUNDTABLE**

Mr. R. William Hauck  
President  
1215 K Street, Suite 1570  
Sacramento, CA 95814  
Phone: 916/553-4093  
Fax: 916/553-4097

**CALIFORNIA CHAMBER OF COMMERCE  
& INDUSTRY**

Ms. Susanne Stirling  
Vice President, International Affairs  
1215 K Street, Suite 1400  
Sacramento, CA 95814  
Phone: 916/444-6670  
Fax: 916/325-1284

**CALIFORNIA LEGISLATURE**

Honorable Sarah Reyes  
Assemblymember  
State Capitol  
Sacramento, CA 95814  
Phone: 916/319-2031  
Fax: 916/319-2131

**SERVICE EMPLOYEES INTERNATIONAL  
UNION, ALF-CIO, CLC, CALIFORNIA  
STATE COUNCIL**

Mr. Terry Brennand  
Government Relations Advocate  
1007 7th Street, 4th Floor  
Sacramento, CA 95814  
Phone: 916/442-3838  
Fax: 916/442-0976

**SPEAKER'S OFFICE OF MEMBER  
SERVICES**

Ms. Lorena Fajardo  
Special Assistant to the Speaker  
1020 N Street  
Sacramento, CA 95814  
Phone: 916/319-3800  
Fax: 916/319-3804

**OFFICE OF INTERNATIONAL RELATIONS  
AND PROTOCOL**

Mr. Douglas Morrow  
Special Assistant to the Speaker  
State Capitol  
Sacramento, CA 945814  
Phone: 916/319-2040  
Fax: 916/319-3650